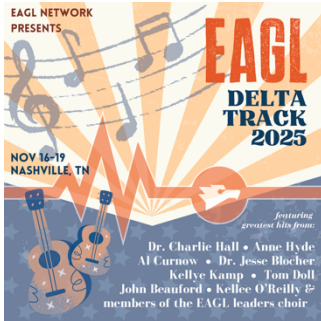




EAGL Delta Track 2025:

Operational Integration - The Flywheel (Tom Doll) - Nov 19

(Links take you to Fathom Video/Audio)

[VIEW RECORDING - 70 mins \(No highlights\)](#)

Meeting Purpose

[To bridge the strategy-execution gap using the Hedgehog Concept and Flywheel model.](#)

Key Takeaways

- [**Strategy fails due to an "activation gap"**—the chasm between brilliant plans and front-line execution. This gap is often caused by managing processes instead of the underlying beliefs that drive behavior.](#)
- [**The Hedgehog Concept defines your core focus** by finding the intersection of three circles: your passion, what you're best at, and your economic engine. This provides the clarity needed to say "no" to distractions.](#)
- [**The Flywheel model builds momentum** through a series of small, compounding actions. It requires consistent pressure in one direction to overcome inertia, but once moving, it is difficult to stop.](#)
- [**Embracing "Brutal Facts" is essential** for alignment. These are hard, data-driven realities \(e.g., "Cash flow is down 20% vs. last year"\), not opinions, and they provide a shared baseline for strategic decisions.](#)

Topics

The Strategy-Execution Gap

- [**Problem:** 79% of strategies fail to execute \(McKinsey\).](#)
- [**Root Cause:** The "activation gap"—a disconnect between leadership's strategic intentions and the front-line's ability to execute.](#)
- [**Core Insight:** Behavior stems from beliefs. To drive results, leaders must manage the belief system, not just processes.](#)

The Hedgehog Concept: Finding Your Core

- [**Purpose:** To simplify strategy and achieve focus.](#)

- **Method:** Identify the intersection of three circles:
 1. **Passion:** What you are deeply passionate about.
 2. **Best At:** What you can be the best at in your world.
 3. **Economic Engine:** What drives your profitability.
- **Outcome:** This intersection defines your "Hedgehog"—the single, simple thing you do.

Brutal Facts: Confronting Reality

- **Purpose:** To create alignment by establishing a shared, data-driven baseline for decisions.
- **Method:** List hard, data-driven realities, not opinions.
 - **Opinion:** "We're growing too fast."
 - **Fact:** "We grew 50% last year, but our capacity only grew 30%."
- **Application:** A powerful exercise for leadership teams to align on the true challenges facing the business.

The Flywheel: Building Momentum

- **Purpose:** To build sustainable momentum through a series of small, compounding actions.
- **Analogy:** A heavy flywheel requires significant, consistent effort to start moving. Once it gains momentum, it is hard to stop and accelerates with less effort.
- **Process:**
 1. **Start with one action your business does well.**
 2. **Map the cause-and-effect chain of 3–5 steps that follow.**
 3. **The final step should feed back into the first, creating a continuous loop.**
- **Key Principle:** Small improvements in one step cascade and amplify results throughout the entire system.

Next Steps

- **Retire one limiting belief** that no longer serves you.
- **Embrace your "Brutal Facts"** by listing them and discussing them with your leadership team to create alignment.
- **Refurbish or design your business Flywheel** using the Hedgehog Concept and your successes as a guide.
- **Create a "Stop Doing" list** for 2026 to focus resources on what truly matters.